

A welder works on a steel pile for construction of the new 3,148-foot-long Feather River Bridge in Sutter County.

# Project Delivery

## Our Commitment to Improvement, Transparency, and Accountability

Caltrans' vision is to become a performance-driven, transparent, and accountable organization that values its people, resources, and partners and meets new challenges through leadership, innovation, and teamwork. Across the department, we are working to achieve our vision, and this includes our Capital Outlay Support Program. Over the last several years, we have made several improvements to increase the transparency and accountability of the program.

We implemented new performance measures and report these and actual project cost information in regular reports to the legislature and the California Transportation Commission. Our new project resourcing and schedule management tool—PRSM—enhances our project management capabilities. As part of our commitment to transparency and as part of the annual budget request, we increased the amount of project data we provide to the legislature. We also recently agreed to make additional improvements in the Governor's January Budget as part of the Zero-Based Budget Program review conducted in collaboration with the Department of Finance and the Legislative Analyst's Office. Our performance-driven management structure through the Contract for Delivery focuses our teams on performance, and over the years, our delivery has improved from a low of 80 percent to nearly a consistent rate of 99 percent.

### Our Contract to Deliver

Each year since fiscal year 2005–06, the Caltrans Director has signed a Contract for Delivery with each of our 12 district directors committing to deliver projects on schedule and ready for construction. The Contract for Delivery includes a list of major state highway projects for which Caltrans will complete project plans and specifications and secure rights-of-way and permits in that fiscal year, allowing us to advertise and award construction contracts and begin construction. The Contract for Delivery does not include minor, locally delivered, or emergency projects. Through the Contract for Delivery, we have committed to deliver specific projects, which has improved our performance and increased our transparency and accountability, but we have also heard from our partners that we are not taking enough risks and are too conservative. We are responding to this criticism by taking more intelligent and agreed-upon risks to deliver projects faster. This will not always result in meeting our delivery goal of 100 percent, and we are okay with that, as long it achieves faster project delivery.

In fiscal year 2013–14, we committed to deliver 219 projects valued at \$2.5 billion, of which we delivered 214, or 98 percent, with an estimated value of \$2.1 billion. One of the projects not delivered required a challenging Coastal Commission permit. We could have decided

to delay this project into the future to ensure successful delivery, but the Caltrans Director and District Director agreed to take a risk and push the team to work collaboratively with the Coastal Commission to secure the permit and deliver the project. Although we did not deliver this project last fiscal year, we did secure the permit two weeks after the close of the fiscal year. This huge success will result in building a much-needed project faster for the traveling public. We accomplished this by taking intelligent and agreed-upon risks.

Of the 214 projects we delivered, 187 were operational improvement or system preservation

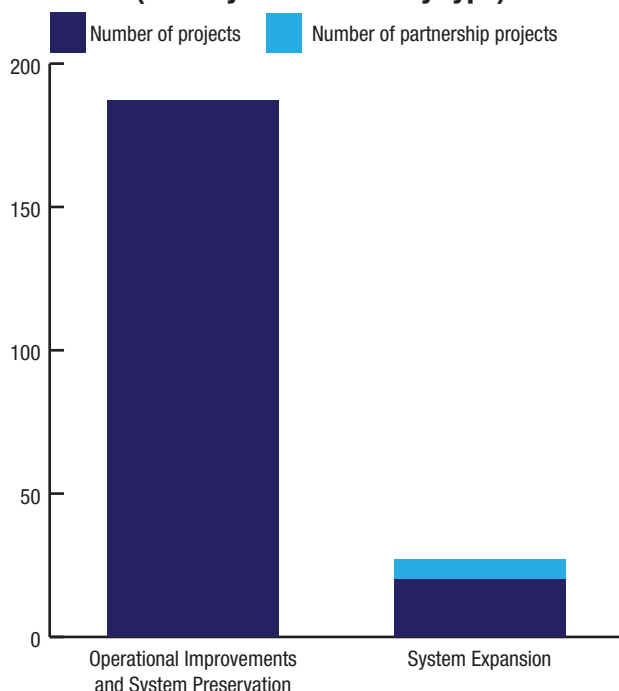
projects. Operational improvements help the existing highway system function more efficiently without expanding the highway system, and system preservation projects (such as bridge rehabilitation and pavement rehabilitation) help the existing highway system last longer and decrease annual maintenance costs. Twenty of our projects were system expansion projects to add capacity to the highway system by adding lanes or constructing new highways, and seven were partnership projects. Partnership projects are funded 100 percent by local agencies and can be operational improvement or system expansion projects.

### Contract to Deliver Performance

In addition to preparing project plans and specifications, Caltrans achieves other major project milestones throughout the year. This is important because most major projects take several years to complete. If a project misses an interim milestone, the project most likely will not be completed on schedule in a future year. The project approval and environmental document milestone is achieved when the preferred alternative is selected and the environmental document is approved. The right-of-way certification milestone is achieved when all property, railroad, and utility constraints are cleared, and the construction contract acceptance milestone is achieved when construction is completed. In fiscal year 2013–14, we delivered 181, or 88 percent, of 205 planned environmental documents. Of our right-of-way certifications, we delivered 214 of 222 planned, or 96 percent, and for our planned construction contract acceptance we achieved 142 of 150, or 95 percent.

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### Number of Projects Delivered (Fiscal year 2013–14 by type)



### Major Milestone Delivery (Fiscal year 2013–14)

